Treasury and Policy Board

2002-2003
Accountability Report

NOVA SCOTIA

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Accountability Statement

The Accountability Report of the Treasury and Policy Board office, for the year ended March 31, 2003, is prepared pursuant to the *Provincial Finance Act* and government policies and guidelines. These authorities require the reporting of outcomes against the Treasury and Policy Board office business plan information for the fiscal year 2002-2003.

The reporting of Treasury and Policy Board office outcomes necessarily includes estimates, judgments, and opinions by Treasury and Policy Board management. We acknowledge that this accountability report is the responsibility of Treasury and Policy Board management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the Treasury and Policy Board business plans for the year 2002-03.

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Minister

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Deputy Minister

Message from the Minister

I am pleased to present the annual accountability report of the Treasury and Policy Board office for the fiscal year 2002-2003.

This report outlines the many areas in which the Treasury and Policy Board office contributed to one of the Government of Nova Scotia's planning themes for 2002-2003: promoting good management and a professional public service.

The Treasury and Policy Board office guides the internal systems that ensure government functions well. While internal government processes may not seem important to the day-to-day lives of Nova Scotians, good management is fundamental to making sure taxpayers' dollars are spent carefully and in the right areas.

I believe we made considerable progress in our efforts to improve many of these systems in 2002-2003, as the detail of the report will show. We will continue to make further improvements in the coming year.

We are committed to promoting good management and a professional public service, this year and every year.

Honourable Michael Baker

Introduction

Accountability reporting seeks to demonstrate performance by documenting, on an annual basis and to the House of Assembly, results achieved in relation to the goals and priorities set out in the annual business plan.

This annual accountability report outlines the progress made in achieving the goals and priorities set out in the 2002-2003 business plan of the Treasury and Policy Board office, published in the spring of 2002. The report also describes other significant activities and accomplishments of that year.

We recommend that this accountability report be read in conjunction with the 2002-2003 business plan, which describes the core business functions, goals, and priorities of the Treasury and Policy Board office in full.

Mandate

The Treasury and Policy Board was created as a Committee of Executive Council in June of 2001, under the *Government Restructuring Act*.

The Treasury and Policy Board office provides operational and administrative support to Treasury and Policy Board and Executive Council. Key responsibilities and strategic goals of the office include:

- to provide high quality analysis and recommendations to the Executive Council and Treasury and Policy Board
- to improve communications between elected officials and the public service, including third-party entities
- to improve accountability of government and the public service, including third-party entities
- to strengthen the corporate leadership of the public service
- to promote the implementation of government's strategic plan, through the improved integration of planning, budgeting, and communications
- to improve systems, processes, and procedures required for effective and efficient administration of government.

These strategic goals are part of a continuing effort to ensure that decisions are integrated and aligned with the fiscal and social policies of government.

The Treasury and Policy Board office monitors and sets government-wide policies, analyzes and makes recommendations regarding proposed department and agency program changes, and assists and monitors to ensure that decisions are implemented.

The Treasury and Policy Board office values facilitation, collaboration, and shared accountability in guiding departments, agencies, and independent Crown corporations in their operations.

The Treasury and Policy Board office works closely with the Department of Finance to develop the provincial budget, and has close links with Communications Nova Scotia to ensure effective internal and external communication of government priorities and decisions.

Organization

The Treasury and Policy Board office has a budgeted staff complement of 24. The number of actual full-time equivalents for 2002-2003 was 22.4, due to unfilled positions. The Executive Officer oversees the day-to-day operations of the office, reporting to the Deputy Minister of Treasury and Policy Board office. An organizational chart is provided in Appendix 1.

Progress and Accomplishments

1. Support to Treasury and Policy Board and Cabinet

Priorities

1.1 Revise the paper flow process for submission and analysis of policy proposal requests for resources, and other transactions.

A draft guide, or 'road map,' for submissions to Cabinet and Treasury and Policy Board was completed in 2002-2003.

The guide explains the process for submitting proposals to Executive Council and Treasury and Policy Board, including how proposals are to be prepared, whether to use a Report and Recommendation or a Memorandum to Executive Council, requirements for supporting documents, the submission process, time-lines, central agency review, and the decision process.

Newly revised forms and documents require validation of financial capacity to implement proposed actions, consideration of environmental and social issues, and elimination of unnecessary process and delay.

The information will be presented to deputy ministers in 2003-2004, and upon approval, will be rolled out to departments through training sessions and easy-to-use reference manuals.

1.2 Develop a new information management tracking system (FileNet) to record and track proposals, decisions, communications, and activities.

TPB installed an integrated information management system in 2002-2003. FileNet is a complete electronic document management system for documents and submissions to Executive Council and Treasury and Policy Board.

TPB staff worked closely with Executive Council Office and the Office of the Premier to define the business requirements for FileNet. In the fall of 2002, TPB worked with information technology staff from the Natural Resources Corporate Services Unit to modify the software to meet the needs of users. The system was aligned with current business practices in the various agencies, and modified to meet security standards.

Users received hands-on training in November, 2002 and one-on-one training in January of 2003. The FileNet system went live on February 4, 2003. This integrated system provides a record of all documents submitted to Cabinet, to assist with policy development and planning.

1.3 Provide Treasury and Policy Board staff support for Cabinet, Treasury and Policy Board, and its sub-committees.

Treasury and Policy Board staff provide support to Executive Council, Treasury and Policy Board and its sub-committees. This takes the form of detailed research, analysis, evaluation, and recommendations related to policy, program, and legislative change. In the 2002-2003, there were 525 submissions processed through the Treasury and Policy Board office.

2. Strategic Planning and Budgeting

Priorities

2.1 Assist Executive Council in strategic planning and the development of the policy agenda and communicate the results throughout government.

On June 24, 2002, Nova Scotia deputy ministers held their annual planning session and discussed the opportunities, threats and changes in the environment from a corporate perspective.

Cabinet held its annual retreat in June and formulated the corporate strategic priorities.

An information session for deputies and senior officials from all central agencies and departments was held on September 19, 2002 to review the strategic directions outlined by Cabinet.

Departments and agencies acted on the direction provided at the September information session and aligned their 2003-04 business plan strategic goals and priorities with the overall corporate strategic priorities of Government.

2.2 Work with Communications Nova Scotia and the Office of the Premier to ensure clear and consistent communications on the government's strategic agenda and directions for implementation.

Treasury and Policy Board worked with Communications Nova Scotia and the Office of the Premier on many levels in 2002-2003 to promote good communications within government. The goal is to ensure consistent two-way communications throughout the year, so that government is well informed about departmental activities, and that government's agenda, goals, and decisions are disseminated to staff.

Treasury and Policy Board and Executive Council office process information related to Executive Council activities and decisions. This includes informing ministers and their departments about Cabinet decisions. Orders in Council are also published weekly on the Executive Council website.

The Treasury and Policy Board deputy minister maintains an ongoing dialogue with deputy ministers in government, including a weekly meeting of deputy ministers to discuss ongoing government plans and priorities.

The Treasury and Policy Board Executive Officer chairs the Policy Advisory Committee (PAC) of government, made up of senior policy staff from most department policy divisions. During 2002-2003, PAC met monthly as a group, and members also contributed to specific policy development initiatives.

Senior officials of CNS and Treasury and Policy Board met regularly to plan communications of corporate plans and accomplishments, and provide advice to Treasury and Policy Board on the strategic direction for government communications.

Senior communications staff in the three offices also work together to implement the communications strategies. A new process was developed in 2002-2003 to enhance communications planning, involving meetings several times a week to plan upcoming events, discuss issues brought forward from departments, and convey priorities of government to communications directors.

2.3 Prepare government's annual business plan, consistent with corporate goals and priorities.

Treasury and Policy Board acted as lead agency in preparing government's business plan for 2003-04 based on priorities communicated by government in September 2002. The Government Business Plan and Crown Corporation Business Plans for 2003-04 were published in early April 2003.

The Government Business Plan sets out government's corporate goals and priorities together with performance measures and targets, and provides business plan summaries for departments and public service agencies.

The 2003-04 Crown Corporation Business Plan reproduces the business plans for 21 provincial crown corporations.

Together, these documents provide a comprehensive summary of the direction and intended accomplishments of government and its key departments, agencies and crown corporations for the upcoming fiscal year.

The Government Business Plan is on the government's web site at http://www.gov.ns.ca/finance/budget03/GOVPLANS.PDF. The Crown Corporation Business Plan publication can be found at http://www.gov.ns.ca/finance/budget03/CROWNCRP.PDF. The detailed business plans of departments and agencies can be found on department\agency web sites.

2.4 Prepare the annual estimates book.

The annual estimates book was prepared and released on time in April of 2003, for the fiscal year 2003-2004. During the fiscal year 2002-2003, TPB and the Department of Finance prepared the 2003-2004 annual budget documents, including the estimates book, the supplementary detail, and appendices.

2.5 Prepare and publish the annual government Accountability Report.

Treasury and Policy Board acted as the lead agency in preparing the Government Accountability Report for 2001-02, which describes government progress and accomplishments relative to the priorities and goals in the government business plan for 2001-02.

The Government Accountability Report was published in December 2002 and can be found on the Treasury and Policy Board web site at: http://www.gov.ns.ca/tpb/pub2001/Accountability0102.pdf.

Treasury and Policy Board also acted as the lead agency in coordinating the publication of individual accountability reports for department, public service agencies and crown corporations. These reports describe accomplishments by departments and agencies relative to their individual business plans for 2001-02 and can be found on department and agency web sites.

2.6 Refine outcome measures and assessment processes for government.

Since early 2002, Treasury and Policy Board has been working to establish an approach to measurement that builds upon the work that began as "outcome measures," but also enables the demonstration of organization-specific accountability for results and the continuous improvement of programs and services.

Beginning with the accountability reports for the fiscal year 2001-02, outcomes were been divided into immediate, inter-mediate, and ultimate (or societal) outcomes, and departments/entities selected the ones that are most likely to be influenced by them - typically, immediate and inter-mediate outcomes.

Government continues to *manage* for ultimate outcomes, but departments are agencies are not held accountable for them. Performance measures are aligned with immediate and inter-mediate outcomes and departments are held accountable for their performance in these areas.

The logic model has been introduced as a tool for identifying outcomes and the relationships that exist among the various inputs, outputs, and outcomes of a program's activities. Selected measures are reported for each core business area in the annual

business plan, and actual performance and trend information is reported in the annual accountability report.

During 2002-2003, Crown Corporations were required to have performance measures included in their 2002-2003 Business Plans for the first time, and to report on them in their accountability reports.

Workshops and presentations as well as one-on-one meetings were held throughout the year to assist staff in identifying outcomes and developing or refining performance measures. Guidelines were developed for including measures in the annual business plan, and for reporting on actual results in the annual accountability plan. Documentation and training will be further refined in 2003-04.

2.7 Monitor and respond to quarterly departmental updates.

Quarterly reports are used for planning purposes to record progress and note activities upcoming in the months ahead. In 2002-2003, TPB consulted with staff who use and prepare quarterly reports to confirm reporting needs and identify ways to improve the tool. Staff from Communications Nova Scotia, Intergovernmental Affairs, Finance, and Treasury and Policy Board were interviewed

With the support of the Policy Advisory Committee, a revised template was drafted for the quarterly report. PAC confirmed the validity of the reports, for updating business plans, responding to deputy minister mandate letters, and as part of ongoing accountability reporting.

2.8 Increase emphasis on monitoring departmental monthly forecasts of program expenditures and recommend remedial action.

Executive Council started to receive monthly forecasts and budget updates in July 2002.

Treasury and Policy Board staff worked with staff from the Department of Finance and other departments staff to develop mitigation plans and remedial action, where possible, to offset pressures that arose in departmental spending as the year progressed.

This involved individual departmental meetings, broad communication, and consultation with Executive Council. The increased monitoring of expenditure forecasts helped to contribute to the balanced financial results for 2002-2003.

2.9 Develop processes to better integrate budgeting, policy development, and business planning.

Treasury and Policy Board continued to improve the integration of budget and business planning processes in 2002-2003. Focus groups were held to get feedback from departments.

In March 2003, Treasury and Policy Board chaired a committee of Policy Advisory Committee members in drafting a project charter for a Planning, Budgeting and Accountability Framework, to improve the link between business planning, budgeting and accountability processes.

The committee work was scheduled to begin in April, 2003, with a framework and supporting policies to be published in the Management Manuals in 2003-2004. A user guide web site will be constructed to provide orientation, guidelines, tools and templates.

2.10 Review and update the *Appropriations Act* and sections of the *Provincial Finance Act* dealing with additional appropriations.

Government's financial statements have been significantly changed due to the adoption of generally accepted accounting principles, as defined by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. Changes include consolidated financial statements, accrual accounting for pensions, and recording of tangible capital assets.

TPB started discussions concerning the review of the *Appropriations Act* and the *Provincial Finance Act* with the Department of Finance and Legislative Counsel. Areas requiring more in-depth review were identified, and a plan for conducting research on the processes used in other jurisdictions was agreed upon, to start in 2003-2004.

2.11 Review the format of materials prepared for the Legislature for the budget debate.

As part of the budget process, forms and materials are regularly reviewed to ensure that they are complete, relevant, and effective. During the 2002-2003 year, there were no significant modifications to forms, documents, and materials.

3. Coordination of Corporate Policies and Priorities

Priorities

3.1 Review and analyze proposals submitted to Legislation Committee.

The Legislation Committee reviews and evaluates proposals for legislative change, to ensure that analysis and research is done before proposals are submitted to Executive Council.

All Treasury and Policy Board staff continued to provide support to Committees of Cabinet, as required and requested. This involvement helps to ensure that legislative proposals are consistent with the priorities of government, that a staff analysis is completed, and that there is thorough consideration of issues and implications of proposed action.

3.2 Facilitate collaborative policy development across government.

- Program Inventory and Costing Initiative

  The Program Inventory and Costing Initiative (PICI) is a two-year initiative to develop a a program inventory framework and a consistent method of costing government programs.

  A steering committee was formed in 2002-2003 with members from the Senior Financial Executive Forum, Policy Advisory Committee and Treasury and Policy Board. A corporate project manager was hired to plan and implement PICI across government, and a project charter and plan was developed.

  A draft definition of a program was developed for testing and use by two pilot departments.

- User fees

  The Auditor General, in his 2000 Report, recommended that clear fiscal and legislative information be collected and reported on user fees, which provokes the rationale for rates charged. Treasury and Policy Board, in 2002-2003, began planning for this multi-year project, through the definition of scope and the identification of resources required.

  In 2003-2004, a project manager will be hired to start the work in this area.

- Governance and operating structure for the Policy Advisory Council

  Senior policy staff for each department sit on the Policy Advisory Council (PAC). Its mandate is to provide comprehensive policy, business, and strategic planning advice to the Committee of Deputy Ministers through the Deputy Minister of Treasury and Policy Board. Chaired by the Executive Officer of Treasury and Policy Board, PAC met monthly in 2002-2003. These meetings promote discussion and sharing of policy information in a timely fashion.

- Relationships with public policy agents/academic

  Due to a change in the senior staff at Treasury and Policy Board during 2002-2003, this priority was not advanced. Efforts will be undertaken in 2003-2004.

3.3 Facilitate supportive relationships with Departments.

Treasury and Policy Board staff continue to work collaboratively with departments through the Policy Advisory Committee, departmental contacts, and senior officials. Issue-specific consultation occurs daily, with an eye to communicating the corporate priorities and agenda. This contact facilitates a collaborative relationship, a positive exchanges of ideas, and more integrated approaches to policy and legislative change.

3.4 Effectively communicate government's priorities, plans, and policies to departments and third party entities.

Treasury and Policy Board office implemented a communications plan to support the Management Manuals project in 2002-2003, to ensure staff in departments and agencies were aware of the newly consolidated administrative policies of government.

Treasury and Policy Board worked with the Public Service Commission to improve the process around dissemination of several specific government policies in 2002-2003. This included more comprehensive information packages made available to deputies and staff to explain policies in clear language. The process was used for the Unpaid (voluntary) Leave policy, Smoke Free Workplace policy, and SARS information.

Treasury and Policy Board office ensures that all matters requiring Cabinet review and approval are supported by communications plans, so as to ensure appropriate communication of those matters.

4. Supporting Effective Administration of Government

Priorities

4.1 Extend the use of performance contracts for senior officials beyond the Deputy Minister level.

Annual performance expectations are outlined in a Mandate Letter of agreement with each deputy minister, which integrates individual performance goals with corporate priorities and the department's business plan and strategies.

The Pay for Performance for Senior Officials Policy was introduced in 2002-2003. The policy for Executive Compensation is set out in Section 4.5 of the Management Manuals, which extends to CEO's of certain agencies and commissions.

The requirement for mandate letters and application of the Pay for Performance for Senior Officials Policy has been extended to assistant deputy ministers. The deputy minister is accountable to conduct performance evaluations of his/her assistant deputy minister.

Deputy ministers who do not have assistant deputy ministers are required to ensure that executive performance management plans of senior management team members include specific accountabilities that complement his/her own.

Pay for performance for MCP policy was introduced in 2002-2003. This ensures wide accountability that extends to managers and in turn to their staff.

4.2 Clarify the roles, responsibilities, and interrelationships of central agencies and facilitate the development of closer working relationships.

Senior officials of central agencies established a regular meeting pattern to facilitate interdepartmental communication. The first issue of consideration was the reporting from line departments to central agencies. Consolidating reporting continues to be a challenge, and will remain a focus in 2003-04.

4.3 Promote mechanisms for improved internal government-wide communications that focus on the dissemination of corporate goals and priorities.

Treasury and Policy Board worked closely with the Public Service Commission on communications activities in 2002-2003 to promote improved internal communications, a key portion of which is human resource information.

TPB continued to participate in a government project to improve the government web site as a tool to communicate corporate information and disseminating innovative ideas

in the public service. An interdepartmental committee examined opportunities to improve the quality, consistency and information content of the government website as a communication tool. The lead for this project was assigned to Service Nova Scotia and Municipal Relations, and recommendations for a project plan were developed.

TPB also contributed to improvements to government's internal website known as NSPIRE. Technical changes were made to make the site more accessible to a variety of users, and content was updated to make information more relevant to employees.

Work in this area is expected to continue over the next few years.

4.4 Collect, update, and maintain government's administrative policies and procedures as published in the management manuals and improve accessibility of these policies through web-based products.

The revised and updated management manuals were published in February of 2003 on the Treasury and Policy Board website, with 85% of corporate administrative policies posted. Treasury and Policy Board is responsible to ensure that policies are reviewed and updated at least once every three years, with many requiring an annual review. Treasury and Policy Board will continued to work with departments to ensure that the outstanding 15% of administrative policies are posted.

4.5 Facilitate regulatory reform and promote the adoptions of 'red-tape' principles throughout government operations.

The Red Tape Reduction Task Force task force recommended that formal processes and tools be put in place so that regulatory review and red tape reduction would continue in years to come. The committee recognized that departments should be responsible for creating better and more efficient regulations and administrative processes.

Departments continued work in 2002-2003 to clean up out-of-date legislation and regulations, as recommended by the Red Tape Reduction Task Force. The complexity of many of these regulations means the review process will continue for the next several years. This review process involved 34 Acts, 5 new pieces of legislation, 112 regulations and 5 new regulations.

TPB directed departments to identify regulations that were considered prospects for elimination or otherwise needed to be harmonized with other jurisdictions, simplified, or updated.

Treasury and Policy Board introduced a requirement for departments with significant regulatory responsibilities to submit red tape reduction plans as part of their annual business plans. Several departments, including Agriculture and Fisheries,

Environment and Labour, Natural Resources, and Service Nova Scotia and Municipal Affairs, responded to red tape reduction in their 2001-02 accountability reports and in their 2002-2003 business plans.

Departments also made use of the Regulation Criteria Check List, developed by the task force, to ensure proposed regulations are necessary and likely to be effective. The check list prompts consideration of other policy instruments available, and analysis of the validity of the proposed measure, and the potential cost of the regulation to business or government.

The final report of the Red Tape Reduction Task Force was not completed in 2002-2003, but will be released in 2003-04.

4.6 Develop an information management system for corporate issues project tracking.

This priority did not move forward during the fiscal year 2002-2003, as a result of competing priorities and staff changes. Action will be taken in the 2003-04 fiscal year.

4.7 In consultation with the Public Service Commission, plan and support initiatives to support a high-quality leadership cadre in the public service.

The Pay for Performance for Senior Officials policy was implemented in 2002-2003. Performance of each deputy minister is rated annually in three key Results Areas: Corporate, Departmental, and Individual. The individual is rated on whether s/he demonstrated good judgement, exemplary ethical behaviour, and compliance with the Code of Conduct.

Treasury and Policy Board staff contributed policy and budget information to support the performance evaluation of senior officials, participated in presenting leadership training modules across government, and employees are routinely seconded to employment at Treasury and Policy Board to gain central agency experience.

4.8 Collaborate with the Public Service Commission to develop initiatives that promote public sector values.

The Public Service Commission, in consultation with Treasury and Policy Board, started development of an Orientation Program for newly hired managers. A section of the Orientation Program will focus on government values. The module will be ready in 2003-04.

Training in public-sector ethics and values continued to be part of government's Executive Development Program.

4.9 Research and promote best practices on the delivery and evaluation of government services, and provide departments with the tools to implement these practices.

Treasury and Policy Board encouraged departments and agencies to use effective evaluation techniques in 2002-2003. Training sessions were held to promote general knowledge and awareness of evaluation tools and to show how they benefit staff involved in evaluating policies, programs or other initiatives. Three training sessions were sessions for departments, with 55 participants. The Canadian Evaluation Society also sponsored an Essential Skills Series with five departments.

Financial Results

Treasury and Policy Board - Budget Expenses by Core Business			
Core Business	**2001/02 Forecast**	**2002/03 Budget**	**2002/03 Actuals**
	$ Thousands	**$Thousands**	**$Thousands**
Support to Treasury and Policy Board/Cabinet	$791.0	$813.5	$801.4
Strategic Planning and Budgeting	$591.0	$562.5	$565.7
Coordination of Corporate Policies and Priorities	$473.0	$522.5	$518.5
Corporate Administration	$280.0	$298.5	$282.8
Administration and Support	$248.0	$192.0	$188.6
Total Net Program Expenses	$2,383.0	$2,389.0	$2,357.0
Salaries and Benefits	$1,664.0	$1,837.0	$1,719.0
Funded Staff (FTEs)	25.0	24.0	22.4

Performance Measures

Government has undergone a major shift from "outcome" measures to "performance" measures. This shift recognizes that, while measuring outcomes remains important, other factors are important in assessing the performance of government departments and agencies. These include measures for service quality, efficiency, and effectiveness. Performance measures are more comprehensive and directly attributable to the work done by the department or agency.

Historically, the Treasury and Policy Board office has operated with six outcome measures. With the shift to use measures that attribute directly to the work done, two measures have been eliminated from this report:

- "Average time to process department submissions" has been dropped because there are a number of influences that impact this measure, including departmental readiness and the depth and scope of the submission, that may cause submissions to move more or less quickly. The speed of submission processing may not necessarily be indicative of good performance.

- "Percentage of regulations under review that have been eliminated, simplified, or bundled" has also been eliminated. Regulatory review is a government-wide responsibility, and the Treasury and Policy Board office continues to monitor this area through the business planning process. Departments and agencies determine the extent and pace of regulatory reform under their legislative mandates.

The Treasury and Policy Board office started minister and deputy minister interviews and a Client Department Survey in May of 2003, gauging perceptions of the prior fiscal year interaction. The results of those undertakings are used in this report. While some of the questions were topic specific (budget, business planning) that are directly attributable to the 2002-2003 year, some of the more perceptual questions (effectiveness and efficiency of Treasury and Policy Board office and staff) may be influenced by perceptions of events occurring after March 2003, either positively or negatively. Although questions of perception may be influenced by recent point-in-time events, they also reflect the cumulative experiences of the respondent, regardless of the date, nature, or frequency of an interaction. These measures become more useful by examining trends over time.

Core Business Areas, Measures, and Outcomes

Core Business:	**Support to Treasury and Policy Board/Cabinet**
Measure:	Overall Satisfaction with level of service provided by Treasury and Policy Board
Outcome:	Quality information and advice to the EC and Treasury and Policy Board

This measure has been revised as part of the Business Planning process for 2003-04. The intent has not changed - we continue to assess satisfaction, but we have developed qualitative measures (interviews) that are targeted at Ministers and Deputies, which provide for overall impressions and perceptions. In addition, a Treasury and Policy Board Survey was released to departments in July of 2003, to gain a more quantitative measure of overall satisfaction. These two measures, taken in tandem, provide a clear view of client perception of the level of service provided.

What does the measure tell us?
These measures tell us the overall perception of the quality of information provided to Ministers and Deputy Ministers from Treasury and Policy Board staff. This feedback is a key performance indicator for the Treasury and Policy Board office, as it provides a measure of the effectiveness of the office from the perspective of important user groups. While the Office operates in a 'challenge' function, the perception of the Ministers and Deputies provides important feedback on the 'how' of our performance: corporate commitment, professionalism, thoroughness, communication style, and cooperation.

Where are we now?
The Deputy Ministers and Ministers interviewed revealed that, of those interviewed, the level of satisfaction was high. Deputy Ministers and Ministers commented that the staff of the Treasury and Policy Board office provided professional and high quality analysis that improved their decision making. While some commented that the timeliness of analyses could be improved, there was recognition that this was often as a result of research and investigation that improved the quality of advice.

The Treasury and Policy Board Client Survey statistics revealed that, overall, 51% agreed with the statement that they were satisfied with the service provided, while in 2001-2002, 35.8% indicated that they were either satisfied or very satisfied. The comparison is slightly different, as the survey style was changed, although improvement is noted.

Where do we want to be?
The Treasury and Policy Board Client Survey did reveal that there was still some disconnection between line departments and the Treasury and Policy Board office staff. Some comments indicate that there is a lack of clarity about whom to contact on different issues, and a reported lack of clarity around processes. This provides an excellent and specific opportunity for the Treasury and Policy Board office to communicate on these topics for improved results. In future years, ideally, the level of satisfaction would be raised to 70%.

Core Business: Strategic Planning and Budgeting

Measure: Satisfaction with Annual Business and Budgeting Processes
Outcome: Improved financial and business planning accountability

This measure has been revised as part of the Business Planning process for 2003-04. The intent has not changed - we continue to assess satisfaction, but we have developed several measures that are specific to different target groups (Executive Council, Policy/Financial/Communications staff involved in the business planning and budgeting processes; and other key areas of interest that can be assessed with a general survey of all departments and public service entities).

What does the measure tell us?
This is a new measure directed at policy/financial/communications staff and relates to the annual business planning and budgeting process as it occurred during 2002-2003. A survey was conducted in May, 2003, following the business planning and budgeting period. There were 49 potential respondents and the response rate was 51%,. Given small sample sizes, we were able to obtain a general indication of satisfaction for all groups, but comparisons across groups were limited.

Where are we now?
Business Planning
The majority said they were somewhat satisfied with Business Planning (60%), while 28% indicated they were very satisfied. Another 4% were somewhat dissatisfied with Business Planning . (Eight percent of responses were not applicable/not answered).

Budgeting
Again, the majority of respondents said they were somewhat satisfied (60%) with the budgeting process, while 28% were very satisfied. Another 8% said they were somewhat dissatisfied (4% of responses were not applicable/no answered).

Where do we want to be?
Our target will be to increase the percentage of people who are very satisfied by reviewing areas in which improvements may be made. Based on the high level of importance placed on the Quality of Support provided and the Communications function, we should focus our improvements in these two areas.

Core Business: Coordination of Corporate Policies and Priorities

Measure: Percentage of survey respondents who said that they understood government's priorities

Outcome: Increased understanding of government priorities

What do these measures tell us?
This measure indicates the extent to which Treasury and Policy Board is effective in communicating government priorities, both in topic specific interaction and in all communications regarding legislative and regulatory change. In prior surveys, we have asked if respondents understood the priorities of government, and 73.5% indicated that they do.

Where are we now?
With the release of the Treasury and Policy Board Survey in July of 2003, there were multiple questions worded more directly to the work of the Treasury and Policy Board office staff, rather than a general question regarding the level of respondent understanding of government priorities and goals:

- 60% of respondents agreed that the work of Treasury and Policy Board staff improves the accountability of government and the public service
- 67% of respondents agreed that they have a good understanding of the priorities and goals of government[1]
- 63% of respondents agreed that the staff of the Treasury and Policy Board office promotes the priorities and goals of government
- 48% of respondents agreed that the Treasury and Policy Board staff effectively communicate the priorities and goals of government.

Where do we want to be?
Now that the Treasury and Policy Board office has more specific feedback, it is intended that specific action plans, targeted in the areas of communication, process, and role, will improve the scores in the above noted questions. Our intent is to reach the 70% agreement level.

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[1] It is important to note that the current year 67% is slightly lower than the 73.5% in the 2001-2002 survey. However, the scale in the current year survey was a four-point scale, forcing respondents to agree or disagree. The prior year scale was a five-point model, which allowed more vagueness in responses.

Core Business: Supporting Effective Corporate Administration of Government

Measure: Percentage of corporate policies completed/published
Measure: Percentage of corporate policies in process (being reviewed/revised)

Outcome: Efficient management

What do these measures tell us?
Up-to-date administrative policies help to make government more efficient. The business of corporate administrative policies is an iterative process, with policies being developed, modified, and rescinded continually. As part of an ongoing maintenance plan, all policies/procedures will be reviewed within three years of their publication.

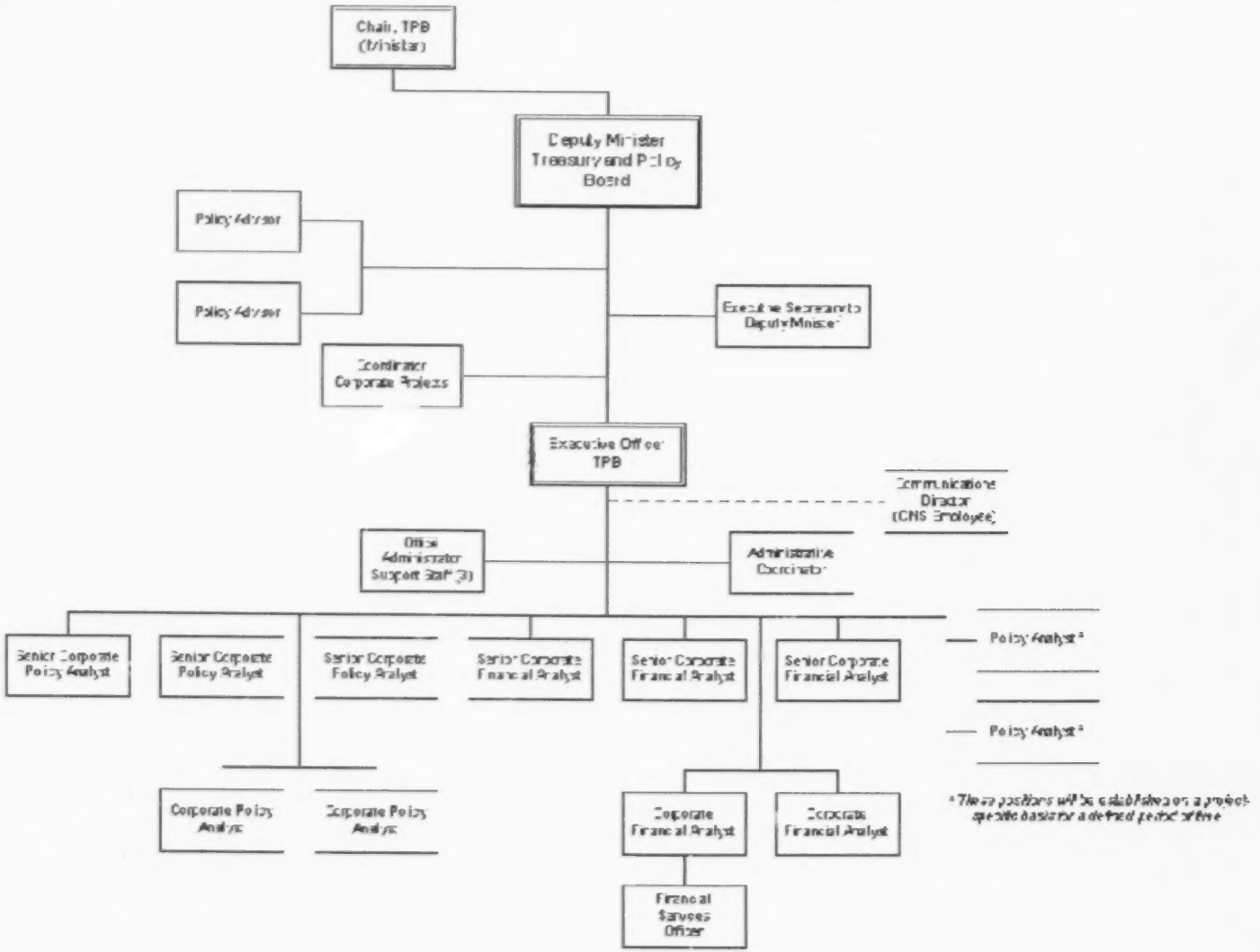
Two measures are needed to demonstrate the distinct stages of development: (1) the percentage of completed (published) policies, and (2) the percentage of policies in process (policies being reviewed/revised for relevancy and accuracy).

Where are we now?
The Treasury and Policy Board Office undertook a review of corporate administrative policies that resulted in a published set of policies and procedures on February 7, 2003. The Management Manuals are available to government on Treasury and Policy Board's intranet site.

As of February, 2003, 85% of the 158 corporate administrative policies identified were posted on the website, and 15% were in process.

Where do we want to be?
We will continue to review and revise corporate policies, and work towards a target of having 90% of the policies published by 2004-05.

Appendix 1: Treasury and Policy Board Office - Organization Chart


Chair, TPB (Minister)
Deputy Minister Treasury and Policy Board
Policy Advisor
Policy Advisor
Executive Secretary to Deputy Minister
Coordinator Corporate Policies
Executive Officer TPB
Communications Director (CNS Employee)
Office Administrator Support Staff (3)
Administrative Coordinator
Senior Corporate Policy Analyst
Senior Corporate Policy Analyst
Senior Corporate Policy Analyst
Senior Corporate Financial Analyst
Senior Corporate Financial Analyst
Senior Corporate Financial Analyst
Policy Analyst *
Policy Analyst *
Corporate Policy Analyst
Corporate Policy Analyst
Corporate Financial Analyst
Corporate Financial Analyst
Financial Services Officer
* These positions will be established on a project-specific basis for a defined period of time